



College of  
Policing

college.police.uk

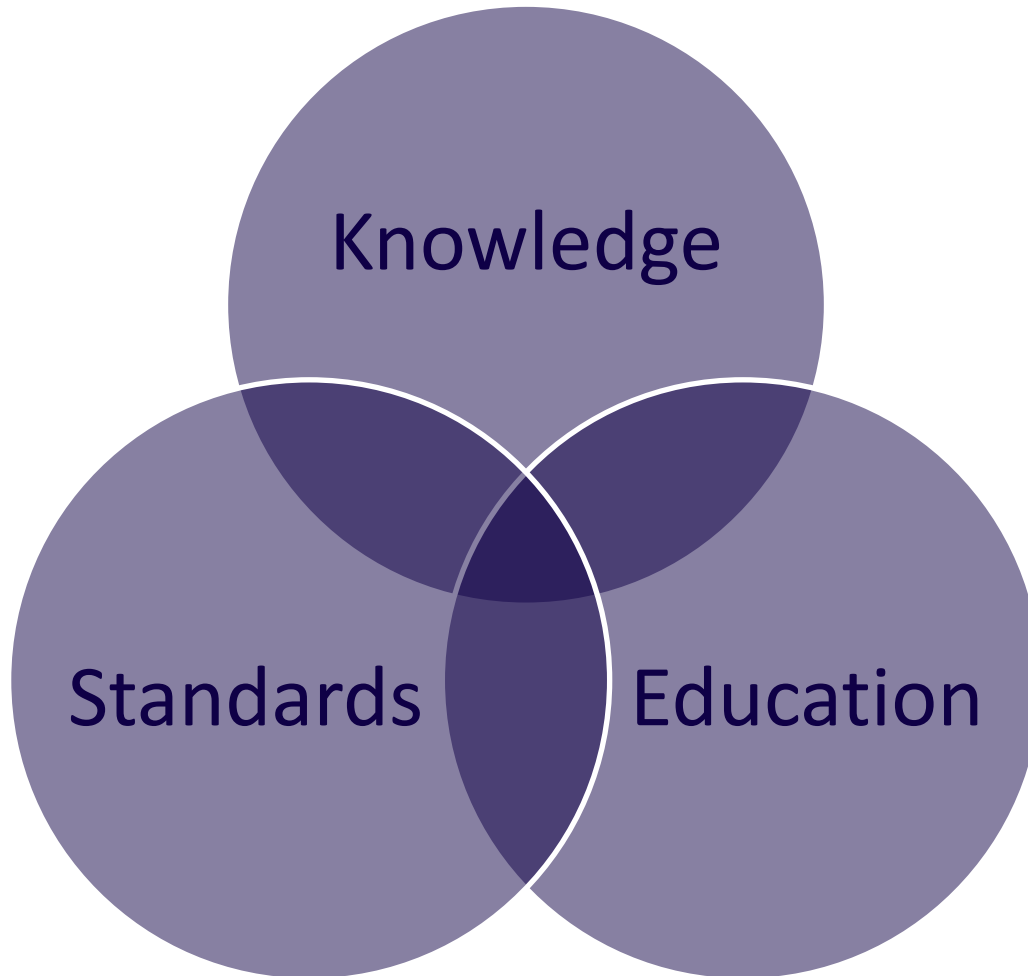
BetterProfessionals<sup>TM</sup>  
for Better Policing

# Using Assessment Centres for the Selection of Senior Leaders in the National Police Service Kenya

Reflections on the Challenges of Implementing BPS Assessment Centre Standards in a different cultural context

18/05/2016

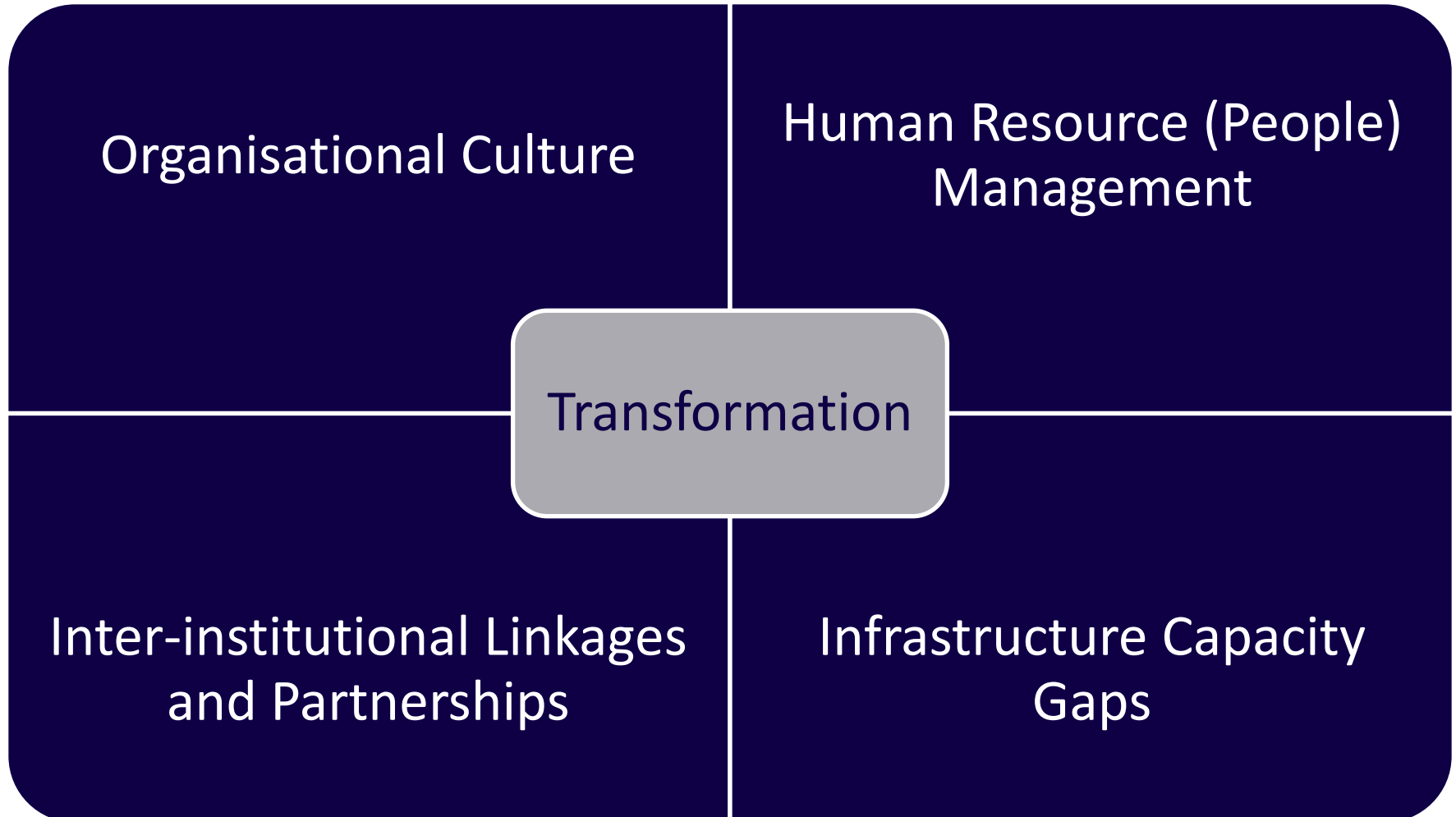
# College of Policing



# Collaboration with the National Police Service Kenya



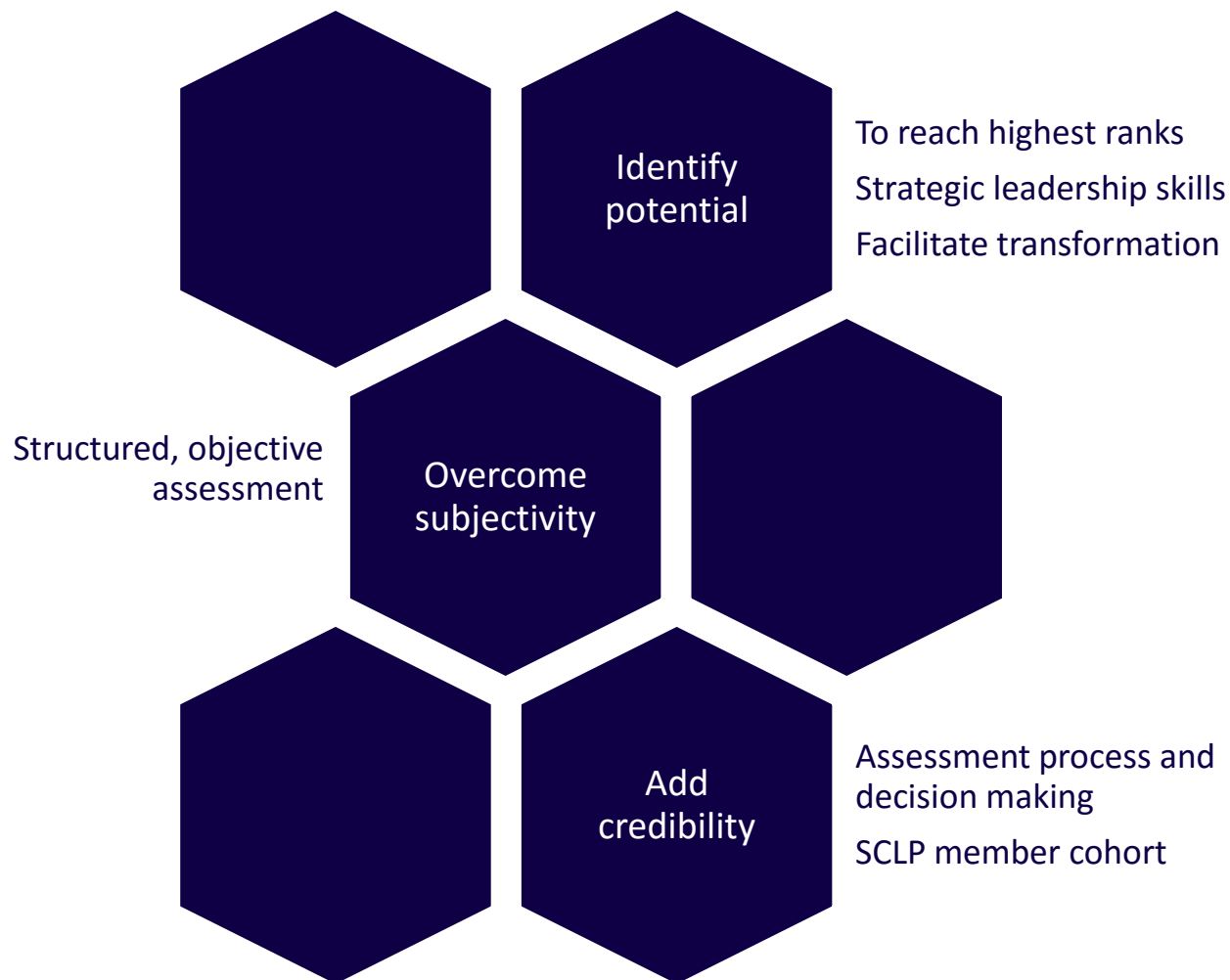
# Cultural Context of Policing in Kenya



# Strategic Leadership Command Programme



# Why an Assessment Centre?



What challenges can you foresee in introducing assessment centres?

How different you think these challenges are to the ones we face in implementing assessment centres in the UK?

# The Assessment Centre

Assessment techniques

Competencies/dimensions

Assessors

Eliciting information relevant to competencies/dimensions

Integrating information to inform decision making process



# Assessment Techniques

Short Written Exercise	25 minutes	Candidates prepare written response to address concerns raised by a customer in relation to service delivery
Long Written Exercise	90 minutes	Candidates prepare written response outlining analysis of problem and recommendations
Group Exercise	undetermined	Candidates discuss a scenario and determine action to be taken
Presentation Exercise	60 minutes (45 minutes preparation)	Candidates prepare argument for or against a topical issue

# Competencies/Dimensions

## Core Competencies

- Customer/Citizen Focus
- Professionalism
- Technical Competency
- Communication
- Teamwork
- Time Management
- Continuous Learning and Improvement

## General Competencies

- Strategic Leadership
- Adhering to Organisational Principles, Values and Diversity
- Performance Management
- Influencing, Persuasion and Negotiation
- Continuous Improvement & Strategic Thinking
- HR Management & Development
- Project Planning & Management
- Protocol & Diplomacy
- Analytical Problem Solving & Decision Making
- Creativity & Innovation
- Teamwork & Interpersonal Relations
- Use of ICT
- Risk Management

# Assessors

Mix of Police  
and Community  
Assessors

Small Pool of  
Assessors

General  
Assessor Role

Exercise  
Confidentiality

Briefing vs  
Training

# Eliciting Information Relevant to Competencies/Dimensions

	Professionalism	Communication	Strategic Leadership	Influencing, Persuasion & Negotiation	Analytical Problem Solving & Decision Making	Teamwork & Interpersonal Relations
Short Written	✓	✓		✓	✓	
Long Written	✓	✓		✓	✓	
Group Exercise	✓	✓	✓	✓	✓	✓
Presentation	✓	✓		✓		

# Information Integrated to Inform Decision Making



# The Assessment Centre

Assessment techniques

Competencies/dimensions

Assessors

Eliciting information relevant to competencies/dimensions

Integrating information to inform decision making process



# Assessment Criteria

## What we did

- Confirmed clearly defined assessment criteria
- Ensured limited number of independent assessment criteria
- Developed exercise competency matrix to balance criteria assessed across exercises with a 'golden thread'

## Future

- Establish link between competencies and performance in the role



# Assessment Techniques

## What we did

- Provided exercises mapped to the assessment criteria with specific assessment guidance and contextualised to the NPS Kenya
- Used Strategic Advisor as SME to advise on exercise suitability

## Future

- Ensure exercises cover the full range of key activities and context for SLCP
- Consider opportunities to pilot off the shelf exercises to ensure they perform in the way anticipated

# Assessors

## What we did

- Input to assessor training with emphasis on ORCE method of approach and unconscious bias

## Future

- Expand pool of available assessors through delivering generic assessor training
- Reduce workload of assessors during delivery
- Review content of assessor training and focus on practical skills development
- Specific exercise familiarisation and benchmarking prior to assessment centre delivery

# Data Integration

## What we did

- Suggested method to integrate data to determine final results

## Future

- Define Overall Centre Rating based on standards required for SLCP
- Specify in advance to organisation and candidates
- Developmental feedback to candidates

# Personal Reflections



# Questions?

